



UEFA National Association Business Development

Request for Quotation

UEFA Grow Mentors

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Confidentiality notice

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1. Introduction and general information

UEFA is the governing body of European football; an umbrella organisation of national football associations, with which and for which UEFA promotes, governs and safeguards the sport of football in Europe in a spirit of unity, solidarity, peace, understanding and fair play, without discrimination of any kind.

This request for quotation (RFQ) is an invitation from the UEFA National Associations Business Development Unit to submit quotations for business development support services across the 55 UEFA national associations (the "National Associations"). The areas (pillars) in which support is required are listed in **Annex IV**.

1.1 Purpose of this RFQ

The purpose of this RFQ is to solicit quotations from suppliers with expertise in strategic planning, image, participation, revenues, engagement, insights, communications, public affairs, brand, IT and media rights, with a view to provide strategic and systematic business support to National Associations. This process will result in the selection of one or several suppliers, who will be invited to enter a contracting phase with a specific and detailed scope.

1.2 General information

The UEFA National Associations Business Development Unit, otherwise known as UEFA Grow, is UEFA's central business development support programme which works with the National Associations to nurture the game throughout Europe. UEFA Grow offers tailor-made consultation services to the National Associations in the areas that are most relevant for football organisations, from building a better image of football, to increasing revenue opportunities and getting more people to play our beautiful game.

UEFA Grow focuses on providing individual assistance to each National Association through a series of workshops and additional follow-up support. The workshops are always tailored to meet the respective National Association's needs and take into account local market challenges, however the UEFA Grow framework is the same across Europe and linked to why UEFA Grow was launched in the first place – to ensure the National Associations are able to maximise their potential both on and off the pitch.

More information on UEFA Grow can be found [here](#). Additional information on UEFA Grow's vision 'Football Federations of the Future', can be found [here](#)

Experience required:

- Minimum 6 years of experience working within your specific area of expertise

Education:

- Relevant graduate qualification

Languages:

- English / Proficient
- Fluency in at least, one other European language is preferable

Additional requirements:

- Excellent project-management, organisational and administrative skills, showing a strategic and systematic approach combined with attention to detail and a high degree of accuracy
- Flexibility and adaptability in approach to work – based on specific needs of the NA

- Ability to manage different stakeholders and appreciate political nuances
- Clarity of thought under pressure and ability to maintain confidentiality
- Awareness of/willingness to understand cultural differences
- Understanding of National Association structures
- Strong analytical and written and oral communication skills
- To respectfully challenge – be a critical friend
- Prepared to travel

2. RFQ process

The RFQ process comprises the following steps:

2.1 Intention to submit a quotation

Following receipt of this request for quotation, each bidder must indicate their intent to bid via the UEFA Procurement Portal at the latest on **05.03.2020**.

<https://uefa.bonfirehub.com/opportunities/private/7bc1c3cff9d81970368fb4ef2dd33058>

Note: You will be invited to create a user account and log in to proceed with the RFQ process.

This indication of intent will serve as confirmation of the bidder's intention to submit a quotation and designate a representative.

The indication of intent must be accompanied by the company information (**Annex I**) if the bidder has not previously signed an agreement with UEFA or if the company information has changed since. Company information documents that are not duly signed cannot be accepted and associated quotations will not be considered.

Should a bidder subsequently decide not to submit a quotation, their access to this RFQ process on the UEFA Procurement Portal will be revoked.

2.2 Submission of responses

Each bidder should provide UEFA with a formal quotation that complies with the requirements laid down in section 6 of this document.

Bidders must submit a signed, electronic copy of their quotation in **English** (PDF document) through the UEFA Procurement Portal.

Attachments and supplements may be provided in other formats such as Microsoft Excel, Microsoft Word or Microsoft PowerPoint. However, bidders may include these documents in the annexes only.

Quotations must be received by UEFA no later than:

19.03.2020, 18:00 CET

Any quotation received after this deadline or submitted by any other method or in any other form, or which does not contain all the information required by this RFQ, will not be considered. This includes quotations that are not duly signed.

Quotations must be valid for a minimum period of **60 calendar days** after the closing date.

Please note that the cost of preparing a quotation and negotiating an agreement, including any related costs, is not reimbursable, nor can it be included as a direct cost of the assignment.

2.3 Questions during the selection process

Any questions of a contractual, technical or commercial nature relating to this RFQ or the submission of quotations must be submitted through the Q&A section of the UEFA Procurement Portal.

Questions must be received at the latest on 12.03.2020. After this date, bidders must not initiate any further contact with UEFA with regard to this RFQ.

Please note that questions and answers may be shared with all bidders. Should the project management team receive questions or comments before the deadline that it considers to be of interest to all parties, a written response must be sent to all bidders without revealing the identity of the original enquirer.

The contact person for this process will be the UEFA Grow team, uefagrow@uefa.ch.

On no account are bidders to contact or communicate with any other UEFA personnel prior to the awarding of any agreement that may result from this RFQ in relation to any matter concerning this RFQ, with the exception of communications initiated by UEFA.

UEFA reserves the right to modify and/or amend this RFQ and associated documents at any time prior to the closing date, by written amendment of which all bidders will be notified.

2.4 Evaluation of bidders

Formal quotations submitted by the deadline and in line with all of UEFA's requirements will be, at UEFA's sole discretion, reviewed by the UEFA administration.

Bidders may be contacted by UEFA to provide complementary information regarding their quotations and to discuss these in more detail. They may also be given the opportunity to review and resubmit their quotation.

3. Timeline

This timeline is merely indicative and may change at UEFA's sole discretion.

Envisaged date	Stage of evaluation process
24.02.2020	RFQ published on UEFA Procurement Portal
05.03.2020	Deadline for submitting company information (Annex I) and indicating intent to bid
12.03.2020	Deadline for submitting questions
19.03.2020	Deadline for submitting quotations
03.04.2020	Quotations reviewed by UEFA administration
10.04.2020	Evaluation period ends Notification of selected supplier(s)

4. Standard and special terms & conditions

4.1 Standard terms & conditions

Quotations could form the basis of an agreement between your company and UEFA. Should your quotation be selected, your company will be required to sign a service provider agreement, subject to the attached General Terms and Conditions for the Supply of Services to UEFA (**Annex II**).

Bidders must describe their ability to meet UEFA's legal and contractual requirements in their quotation.

4.2 Payment terms

Payment terms must be in accordance with the attached General Terms and Conditions for the Supply of Services to UEFA (**Annex II**).

4.3 Ownership of deliverables

The material and documentation produced will be the sole property of UEFA.

5. Scope

5.1 General objectives

The supplier(s) must provide the following services for the duration of the contractual period:

- Act as a consultant to the National Association(s) to provide bespoke business development support within a specific pillar(s)
- Not sell additional services, without agreement from UEFA Grow

Such services will include the following activities:

- Liaise with the key National Association contact(s) on a regular basis to deliver against pre-defined outcomes and where appropriate represent the views/challenges of the National Association to relevant UEFA units
- Keep record of all contacts and documents exchanged between UEFA and the National Association(s) and make these available on a shared platform
- Identify trends and successful practices for sharing with other National Association(s)
- Undertake all the measures necessary to pass down its know-how to UEFA

5.2 Reporting

The supplier(s) must provide the following reports and/or analysis:

- Report to UEFA on a monthly basis regarding progress via a Performance Management Tracker

5.3 Pricing

Bidders must provide UEFA with a detailed budget in **EUR**, including a rate per working day of each of the dedicated resources.

6. Format and content of quotations

Quotations must be submitted via the UEFA Procurement Portal **in English** as a PDF document.

Bidders may include in their quotations additional elements not specifically requested in this RFQ if they believe that such information may be necessary for UEFA to properly understand and evaluate their quotation. Bidders may also provide UEFA with complementary documents through the UEFA Procurement Portal if they consider them truly essential.

Please be concise; do not include any marketing brochures or additional information that can already be found on your website.

6.1 Format

Quotations must respond to the RFQ requirements by restating the number and text of the requirement in sequence (see section 6.2 below) and writing the response immediately below each requirement.

Figures and tables must be numbered, referenced in the text by that number and placed as close as possible to the referencing text.

All pages of the quotation must be numbered consecutively. Page numbers must be displayed on every page in a consistent location.

Quotations must be based solely on the information included in this RFQ, official responses to properly submitted questions and any other materials distributed during the RFQ process clearly marked as elements of the RFQ.

Quotations should be to the point: excessive detail is strongly discouraged. Supplementary materials may be provided in appendices.

6.2 Content

Quotations must be structured as follows, using the same numbering and headings as presented under this section 6.2:

1. Presentation of the company/legal status of the service provider

Provide an overview of your company/self-employed legal status, including date of incorporation, operating locations, number of employees, area(s) of specialisation and number of successful projects with clients in the sports industry.

If you are a sole trader, provide with a self-employment proof such as registration to a social insurance/compensation fund.

Describe your organisational structure and explain how your organisation qualifies to respond to the requirements of this RFQ.

2. References

Provide at least three references (including names of contact persons, details of their positions, their addresses and phone numbers) from organisations for which your company has provided services similar in scope to the requirements of this RFQ, together with the names of the people in your team who were involved in each project.

Provide a selection of CVs or biographies (with names) of the people who would be assigned to this project if your company is awarded the agreement.

Provide a brief description of any projects of a similar nature to the object of this RFQ on which your company has worked (ideally also in the sports industry), including the scope, staffing,

duration, organisation and key deliverables.

3. Presentation of quotation

- List which of the UEFA Grow pillars you are interested in providing support for
- Describe how you can add value to this pillar(s)
- Describe your relevant experience in this area(s)
- List which countries you have worked with previously and a brief description of the relevant projects in each
- Explain your approach to working with varied National Associations
- How do you propose to initiate and maintain the services required? Include existing experience specific references to the practices you would apply (i.e. methodology, technology, hard and soft skills, etc.)
- Describe the desired relationship between UEFA and your company
- List of language skills
- Add a company website and/or LinkedIn profile

4. Proposed project management

Describe your:

- staffing, with details of functions and responsibilities;
- communication and reporting principles;
- project methodology and quality control;
- required interaction with UEFA.

5. Budget

With reference to the detailed budget, provide here any information necessary to complete or correctly interpret your pricing structure and budget (i.e. additional specificities, potential taxes, exceptions etc.).

7. Method of evaluation and awarding of agreement

All quotations received will be logged and those that meet the formal requirements of this RFQ will be considered for evaluation and potential selection. Any quotations that do not meet the formal requirements of this RFQ will be marked as "Disqualified".

UEFA will assess the qualified bidders on the following criteria:

- ✓ Understanding of UEFA's industry and specific business needs
- ✓ Ability to provide the desired delivery model and services
- ✓ Expertise and experience in providing similar services
- ✓ Financial transparency and efficiency

7.1 Discussions and revised offers

UEFA may, at its sole discretion, accept one or more bidders' initial quotation(s) or enter into discussions with bidders who are deemed to have a reasonable chance of being selected. Once discussions have been concluded, those bidders may be allowed to submit a revised offer for consideration.

If a bidder believes that the text of this RFQ can be interpreted in different ways, it must report that explicitly and in writing in its duly submitted questions or within its quotation. In case of dispute regarding an unreported interpretation, UEFA's interpretation must prevail.

8. Legal notices

1. This RFQ does not constitute an agreement or an offer that is capable of being accepted.
2. Bidders accept that UEFA's decisions relating to this RFQ will be final. UEFA is not obliged to give reasons for any of its decisions relating to this RFQ, and the bidders waive any rights they may have to challenge any decision by UEFA.
3. UEFA makes no representations or warranties as to the accuracy, adequacy or completeness of any information contained in this RFQ. No liability is accepted by UEFA or any of its representatives for any loss, expenses or damage suffered or incurred through reliance on or in connection with this RFQ.
4. UEFA reserves the right to amend any aspect of this RFQ and associated documents at any time during the procedure. All bidders will be notified of any such amendments in writing. UEFA also reserves the right to refuse any bidders it deems appropriate without incurring any liability or obligation to inform the affected bidders of the grounds for UEFA's action. Furthermore, UEFA must not be obliged to select the quotation with the lowest budget.
5. A bidder entering into this process does so at its own expense and risk. The bidder must be responsible for all of its costs connected to any quotation submitted in response to this RFQ, regardless of whether it is awarded an agreement. UEFA must not be liable to any bidder for any costs or losses arising in connection with the submission of a quotation and documentation related to this RFQ.
6. A bidder entering into this process accepts and acknowledges the UEFA Supplier Code (**Annex III**).
7. Bidders acknowledge that all intellectual property rights for all purposes worldwide relating to UEFA's competitions and/or events, UEFA and/or this RFQ belong solely and exclusively to UEFA.
8. Each bidder acknowledges and warrants that it must not use any marks – including but not limited to trade or service marks, logos and other marks – that belong to UEFA and must not make any reference, whether direct or indirect, to UEFA or any of UEFA's competitions, events and/or activities. The bidders also acknowledge and accept that they have no rights at all in this respect and cannot associate themselves with UEFA in any manner whatsoever.
9. Each bidder undertakes to keep the contents of this RFQ and any quotation, communications, negotiations and/or draft agreement confidential. These confidentiality undertakings survive the termination of the bidder's involvement in this RFQ procedure.
10. Each bidder represents and warrants to UEFA that no information contained in its bid is false or misleading. The bidder pledges that if, following the submission of its quotation, there is any material change to any such information or any change in the bidder's circumstances, the bidder will promptly notify UEFA in writing, setting out the relevant details in full.
11. This RFQ and any agreements that may follow are governed exclusively by the laws of Switzerland, without reference to its conflicts of law rules.
12. Any dispute, controversy or claim arising out of or in relation to this RFQ will be resolved by arbitration in accordance with the Swiss Rules of International Arbitration of the Swiss Chambers of Commerce as applicable on the date on which the "notice of arbitration" is submitted in accordance with those

rules. There will be three arbitrators, the seat of arbitration will be Nyon, Switzerland, and the arbitration proceedings will be conducted in the English language.

9. List of annexes

Annex I	Company information form
Annex II	General Terms and Conditions for the Supply of Services to UEFA
Annex III	UEFA Supplier Code
Annex IV	UEFA Grow booklet